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FIG. 1

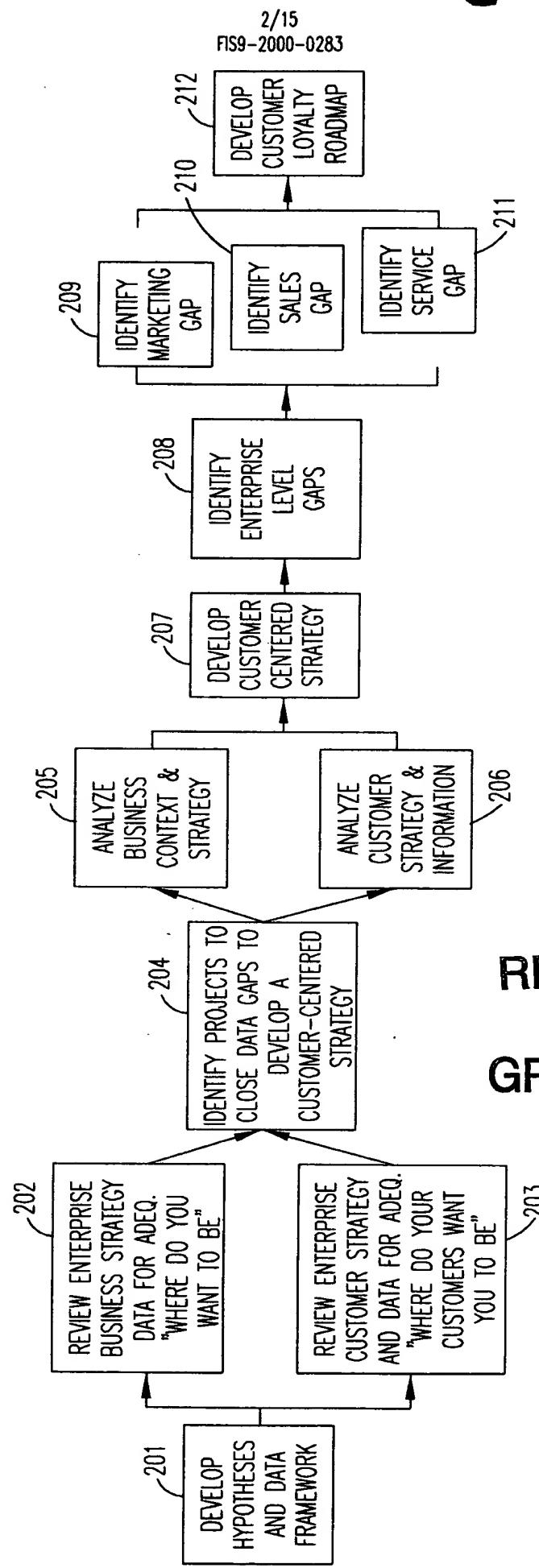
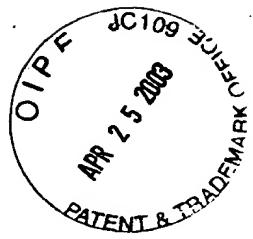


FIG. 2

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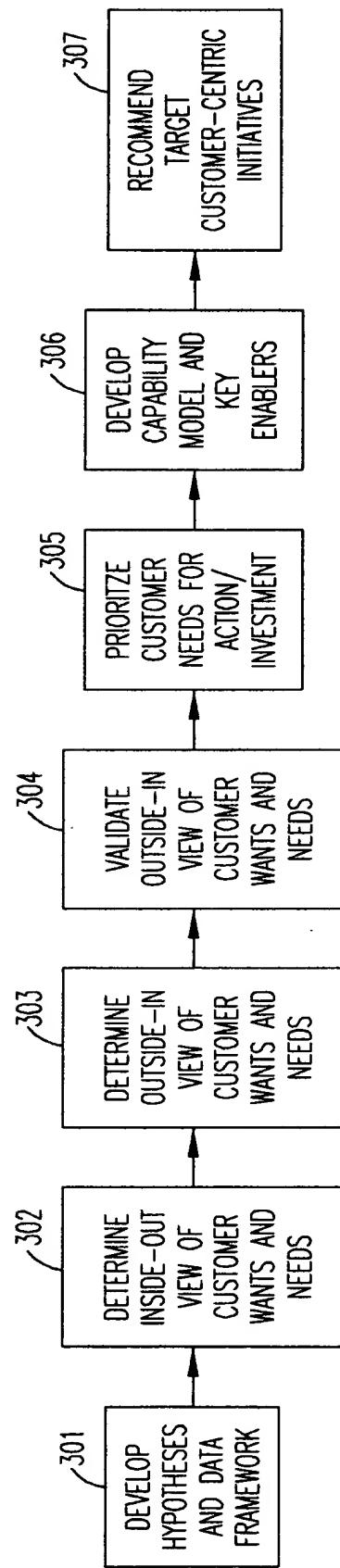
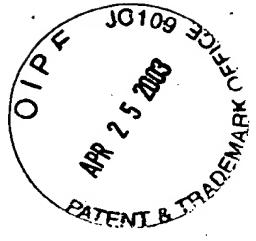


FIG. 3

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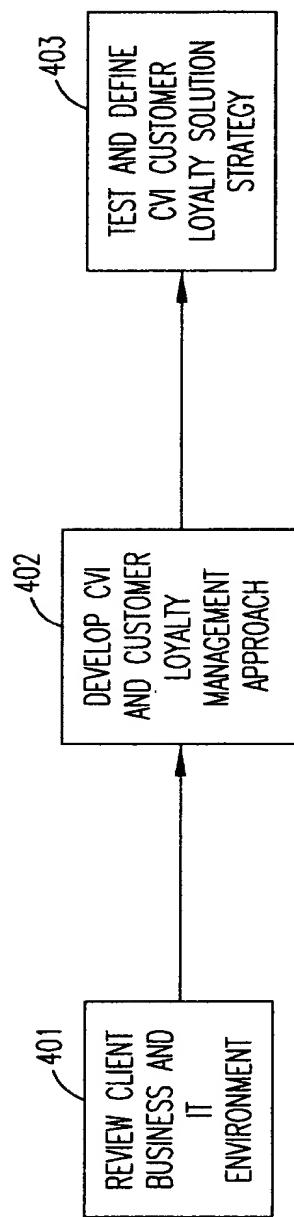
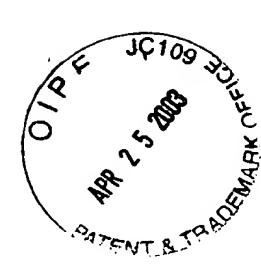


FIG. 4



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HYPOTHESIS AND DATA FRAMEWORK

HYP'S	QUESTIONS	SOURCES			
		1	2	3	4
A	KEY	O	O	O	O
	CHECK	O	O	O	O
B	KEY	O	O	O	O
	CHECK	O	O	O	O
C	KEY	O	O	O	O
	CHECK	O	O	O	O

SELLING

PROPOSAL

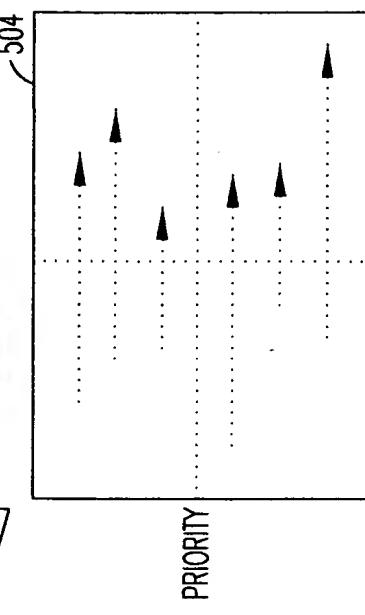
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MOMENTS OF TRUTH WORKSHOP

HYPOTHESIS AND DATA FRAMEWORK

HYP'S	QUESTIONS	SOURCES			
		1	2	3	4
A	KEY	O	O	O	O
	CHECK	O	O	O	O
B	KEY	O	O	O	O
	CHECK	O	O	O	O
C	KEY	O	O	O	O
	CHECK	O	O	O	O

MARKETING RESEARCH



PRIORITY

PERFORMANCE

STRATEGIC ALIGNMENT

VALUES

CAPABILITIES

ENABLERS

VALUE MANAGEMENT WORKSHOP

503

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CLIENT/CUSTOMER IMPACT

CLIENT BENEFIT

HIGH

	D	\$	T	C
4	T	\$	D	C
1	D	T	\$	C
3	D	C	T	\$
5	C	T	D	\$

L M H

COST / IMPACT

507

PRIORITIES

- 4
- 1
- 3
- 2
- 5

RECOMMENDATIONS

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OPPORTUNITY PRIORITIZATION

FIG. 5

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PATENT & TRADEMARK OFFICE

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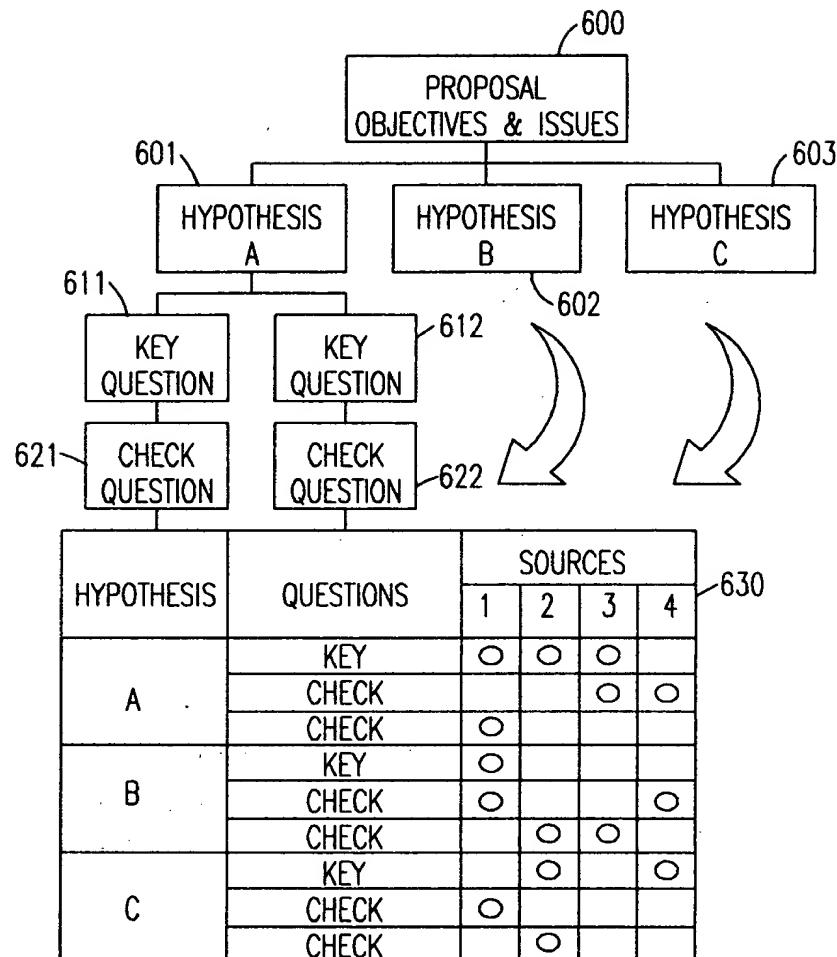


FIG. 6

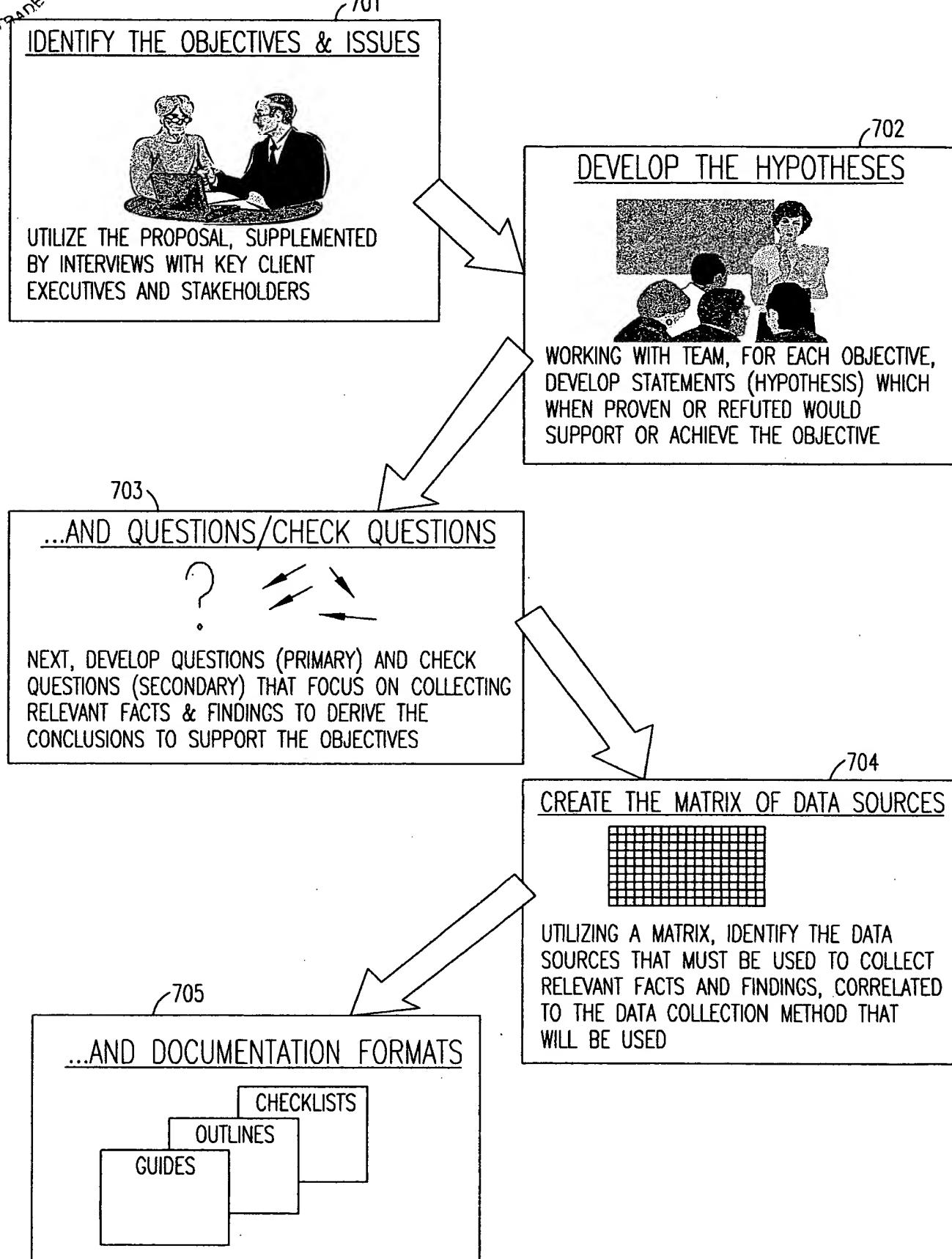
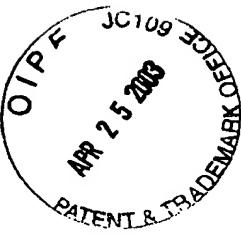


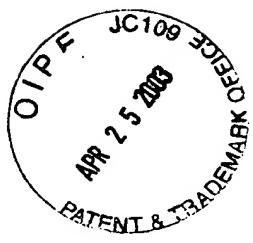
FIG. 7



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ISSUES	HYPOTHESES	QUESTIONS	DATA SOURCES	DATA FRAMEWORK	SOURCES, I.E.:			
					REPORTS & DOCUMENTS	EXECUTIVE INTERVIEWS	EXISTING RESEARCH	OTHER
	ABC CO. HAS A MISSION, VISION, AND STRATEGY WHICH ARE EASILY UNDERSTOOD AND WIDELY KNOWN.	<ul style="list-style-type: none"> • HOW IS BUSINESS STRATEGY ESTABLISHED AND COMMUNICATED? WHAT ARE THE MISSION, VISION, GOALS & OBJECTIVES? 						
	BUSINESS DECISIONS, GOALS AND OBJECTIVES ARE BASED UPON THESE AND ARE FOCUSED UPON MARKET SEGMENTS	<ul style="list-style-type: none"> • HOW ARE DECISIONS MADE REGARDING WHICH MARKET OPPORTUNITIES TO PURSUE? • HOW DO CURRENT STRATEGIES AND PROGRAMS MAP TO THE TARGET MARKETS' NEEDS/WANTS/VALUES? 						
HIGHEST VALUE/LEVERAGE MARKET SEGMENTS ARE IDENTIFIED & TARGETED.					<ul style="list-style-type: none"> • WHAT KEY MARKET SEGMENTS ARE IDENTIFIED? • HOW ARE SEGMENTS DETERMINED? (I.E.: VALUE TO ABC CO.? COMMON NEEDS/BUYING BEHAVIOR?) • WHO ARE THE TARGETED HIGH VALUE CUSTOMERS/SEGMENTS? (CURRENT AND FUTURE) 			

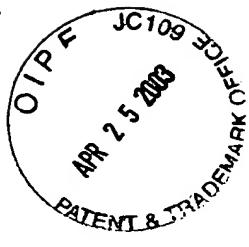
FIG. 8A



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ISSUES HYPOTHESES DATA SOURCES	DATA FRAMEWORK	SOURCES, I.E.:
HYPOS	QUESTIONS?	CLIENT INTERVIEWS/ WORKSHOPS CUSTOMER COMPLAINT RECORDS SURVEYS
MOMENTS OF TRUTH (VALUE) ARE IDENTIFIED AND UNDERSTOOD	<ul style="list-style-type: none"> • WHAT ARE MOT INTERACTIONS WITHIN THE PROJECT SCOPE? • WHICH ARE THE MOTS THAT CAN BE LEVERAGED TO DELIVER & COMPETE-ON VALUE TO THE CUSTOMER? • WHO RECEIVES VALUE AT EACH MOT? • "WHOSE" OPINION (BY SEGMENT) IS IMPORTANT REGARDING EACH MOT? I.E.: WHO IS AT THE POINT OF INTERACTION (USER)? WHO MAKES THE BUYING DECISION (APPROVER)? WHO INFLUENCES THE DECISION (REVIEWERS OR INFLUENCERS)? 	<ul style="list-style-type: none"> - ADD'L RESEARCH, I.E.: - CUST. INTERVIEWS - FOCUS GROUPS - SURVEYS
NEEDS/WANTS ARE KNOWN BY MOT & SEGMENT (CUSTOMER VISION)	<ul style="list-style-type: none"> • WHAT ARE BASIC NEEDS (NOT MET=DRIVE ATTRITION)? • WHAT ARE ATTRACTORS (IF MET=DRIVE SHARE)? • WHAT ARE SATISFIERS (WHICH DRIVE SATISFACTION, BUT INDIVIDUALLY DO NOT AFFECT BEHAVIOR)? 	

FIG. 8B



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ISSUES HYPOTHESES QUESTIONS DATA SOURCES	DATA FRAMEWORK	QUESTIONS?	SOURCES, I.E.:
HYPOS			CLIENT INTERVIEWS/ COMPLAINT WORKSHOPS/ RECORDS
CUSTOMER PRIORITIES & PERFORMANCE PERCEPTIONS ARE KNOWN (BY SEGMENT)	<ul style="list-style-type: none"> • WHAT IS CUSTOMER-PERCEIVED CLIENT PERFORMANCE OF EACH "NEED"? • WHAT IS ABC CO. PERFORMANCE GAP WITH COMPETITION? • WHAT ATTRIBUTES DIFFERENTIATE THE "BEST" COMPETITOR IN THE CUSTOMER'S MIND? • WHAT ARE CUSTOMERS "NEED" PRIORITIES (RANK/WEIGHT)? • WHAT ARE CLIENT IMPROVEMENT PRIORITIES? (I.E.: HIGHLY IMPORTANT NEEDS WITH POOR PERFORMANCE OR GAPS). • WHICH BASIC NEEDS LAG MINIMUM CUSTOMER EXPECTATION (OR THE AVG INDUSTRY PERFORMANCE)? • WHICH ATTRACTORS LAG BEST COMPETITION (OR HAVE LITTLE/NO COMPETITIVE PERFORMANCE)? • WHICH SATISFIERS LAG AVERAGE INDUSTRY PERFORMANCE? 	<ul style="list-style-type: none"> EXISTING RESEARCH/ SURVEYS - CUST. INTERVIEWS - FOCUS GROUPS - SURVEYS 	
ABC CO. PERFORMANCE IMPROVEMENT PRIORITIES ARE ESTABLISHED			

FIG. 8C



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ISSUES HYPOTHESES QUESTIONS DATA SOURCES HYPOS	DATA FRAMEWORK	SOURCES, I.E.:		
		CROSS-FUNCTIONAL WORKSHOPS	CLIENT INTERVIEWS/ SURVEYS	SECONDARY RESEARCH/ LITERATURE SCAN
NECESSARY ABC CO. PROCESS CAPABILITIES ARE PRESENT	<ul style="list-style-type: none"> • WHAT PROCESS CAPABILITIES MUST BE PRESENT (TO MEET/DELIVER TARGETED CUSTOMER NEEDS)? • WHAT CAPABILITIES DISTINGUISH BOB (IN CLIENT INDUSTRY) AND WORLDCLASS (ANY INDUSTRY) COMPANIES? • WHAT IS CURRENT LEVEL/PRESENCE OF THESE (H/M/L)? (IDENTIFIES CLIENT CAPABILITY GAP TO BE CLOSED) 			
REQUIRED ABC CO. INFRASTRUCTURE ENABLERS ARE PRESENT	<ul style="list-style-type: none"> • WHICH CAPABILITIES ARE ASSESSED AS "ZERO", "LOW" OR "MEDIUM" LEVEL OF PRESENCE (VERSUS HIGH OR IDEAL)?* • WHAT ARE THE/THEIR REQUIRED INFRASTRUCTURE ENABLERS? • WHAT ENABLERS ALSO DISTINGUISH BOB/WC CO'S? • WHAT IS CURRENT PRESENCE (H/M/L/O) OF ABOVE ENABLERS? 			

* NOTE: WHEN DOING PROCESS IMPROVEMENT, ANALYZE ONLY THE POOR PERFORMING (M/L/O) CAPABILITIES... BUT, WHEN REENGINEERING A NEW PROCESS DESIGN, ALSO INCLUDE THE HIGH PERFORMING CAPABILITIES (AS THEY MUST ALSO BE ENABLED IN THE NEW DESIGN).

FIG. 8D



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ISSUES HYPOTHESES QUESTIONS DATA SOURCES	DATA FRAMEWORK	SOURCES, I.E.:
HYPOS	QUESTIONS	CROSS-FUNCTIONAL WORKSHOPS FINANCE ORG. FOR SIZING I/T ORG. FOR SIZING EXECUTIVE INTERVIEWS/ WORKSHOPS
CUSTOMER-DEFINED INFRASTRUCTURE IMPROVEMENTS/ INVESTMENTS ARE IDENTIFIED AND PRIORITIZED	<ul style="list-style-type: none"> • WHICH ARE THE CURRENT M/L/O ENABLERS? • HOW DO THEY CLUSTER INTO LOGICAL PROJECTS, I.E.: <ul style="list-style-type: none"> - A CLUSTER OF SIMILAR ENABLERS, SUCH AS SEVERAL BUSINESS PRACTICE CHANGES, OR - A GROUP OF ENABLERS TO DELIVER A CAPABILITY • WHAT IS THE RELATIVE COST VS BUSINESS BENEFIT OF THE DIFFERENT POTENTIAL PROJECTS? • WHAT ARE THE PRIORITIZED RECOMMENDED ACTIONS? (FOR HIGHEST CUSTOMER VALUE AND CLIENT BENEFIT?) 	

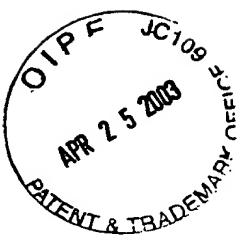
FIG. 8E



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HYPOTHSIS	QUESTIONS	DATA FRAMEWORK	SOURCES, I.E.:		
			REVIEW REPORTS / PROCESS	EXECUTIVE INTERVIEWS	OTHER
AN ON-GOING PROCESS IS IN PLACE TO USE CUSTOMER VALUE TO DRIVE BUSINESS DECISIONS	<ul style="list-style-type: none"> • HOW ARE CUSTOMER NEEDS/WANTS/VALUES IDENTIFIED? • HOW DO CUSTOMER VALUE AND PERFORMANCE PERCEPTION DRIVE INVESTMENTS AND RESOURCE ALLOCATION? <ul style="list-style-type: none"> - WHAT IS THE MANAGEMENT DECISION SYSTEM? - HOW ARE INVESTMENT PRIORITIES DETERMINED? - IS CUSTOMER FEEDBACK AN ACTION "DRIVER"? • WHAT IS THE CLOSED-LOOP SATISFACTION PROCESS? <ul style="list-style-type: none"> - ARE IMPLEMENTED IMPROVEMENT ACTIONS SURVEYED TO DETERMINE CUSTOMER IMPACT? - HOW ARE NEW/EMERGING CUSTOMER NEEDS ID'D? - ARE COMPETITIVE PERCEPTIONS MONITORED? - ARE COMPLAINTS ANALYZED FOR TRENDS? - ARE CUSTOMER SERVICE REQUESTS ANALYZED? - HOW ARE THE ABOVE LOOPED BACK INTO THE MANAGEMENT SYSTEM TO ADJUST INFRASTRUCTURE? 				

FIG. 8F



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HYPOTHESES	KEY QUESTIONS	SOURCES			
		EXISTING DATA	INTERVIEWS	FOCUS GROUPS	SURVEYS
CUSTOMER NEEDS & WANTS ARE KNOWN	HOW DOES GREENBACK DETERMINE CUSTOMER REQUIREMENTS?	NOT CURRENT	AD HOC	NEEDED	NEEDED
	WHAT CUSTOMER REQUIREMENTS DATA EXISTS?	NOT AVAILABLE	NOT CURRENT	NEEDED	NEEDED
	HOW DOES GREENBACK DETERMINE CUSTOMER PERFORMANCE PERCEPTIONS AND SATISFACTION?	NOT AVAILABLE		NEEDED	NEEDED
OTHER HYPOS	WHAT DATA EXISTS? WHO AND HOW IS IT USED?	NOT AVAILABLE		NEEDED	NEEDED

FIG. 9



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HYPOTHESES	KEY QUESTIONS	SOURCES		
		EXISTING DATA	INTERVIEWS	FOCUS GROUPS
CUSTOMER NEEDS & WANTS ARE KNOWN	HOW DOES GREENBACK DETERMINE CUSTOMER REQUIREMENTS?	NOT CURRENT	AD HOC	NEEDED
	WHAT CUSTOMER REQUIREMENTS DATA EXISTS?	NOT AVAILABLE	NOT CURRENT	NEEDED
	HOW DOES GREENBACK DETERMINE CUSTOMER PERFORMANCE PERCEPTIONS AND SATISFACTION?	NOT AVAILABLE		NEEDED
	WHAT DATA EXISTS? WHO AND HOW IS IT USED?	NOT AVAILABLE		NEEDED
OTHERS				

"VOICE OF
THE CUSTOMER"

FIG. 10